

## Corporate Information

### PRIVILEGED SHARES, VOTING RIGHTS

According to the Company's Articles of Association, each share is entitled to one vote at the General Assembly and there are no voting privileges. Our company has not adopted the cumulative voting method. There are no companies with which the Company has mutual shareholding interests. The Articles of Association does not contain any provision that restricts the transfer of shares. Amendments to the Company's Articles of Association and decisions affecting the rights of shareholders are made at the General Assembly with a qualified majority (special resolution) in accordance with the relevant legislation. The required quorums are observed within the framework of the Turkish Commercial Code and Capital Markets regulations.

Share transfers between the shareholders are performed as per the provisions of the Turkish Commercial Code and Capital Markets Law.

### INFORMATION ON COMPANY SHARES REDEEMED BY THE COMPANY

There are no redeemed shares of Teknosa.

### CAPITAL EXPENDITURES

The Company has made a total investment of TL 953.6 million, primarily in its store openings and renovations, as well as in its infrastructure and customer outreach channels, including online channels.

### DONATIONS AND CHARITABLE CONTRIBUTIONS MADE BY THE COMPANY DURING THE YEAR

In 2025, Teknosa donated approximately TL 1.9 million in total to charitable organizations.

### INFORMATION ON THE REPORT EXPLAINING RELATIONS WITH CONTROLLING SHAREHOLDERS AND SUBSIDIARIES WITHIN THE SCOPE OF ARTICLE 199 OF THE TURKISH COMMERCIAL CODE

In the report, our Company evaluated the following transactions conducted with the controlling company and its subsidiaries during the 1 January 2025-31 December 2025 operating year in accordance with honest and fair accounting principles under the circumstances and conditions known to us, all legal transactions carried out for the benefit of the controlling company or a subsidiary of the controlling company under the direction of the controlling company, as well as all measures taken or refrained from being taken in favor of the controlling company or one of its subsidiaries in the 2025 operating year.

The report issued by the Board of Directors of Teknosa on 24 February 2026 has revealed that in all transactions performed by Teknosa with the Controlling Company and its Subsidiaries in 2025, all necessary legal transactions were performed, and all measures were taken as set forth in Article 199 of the Turkish Commercial Code No. 6102 and as required by the responsibilities assigned to the Board.

The transactions carried out are at arm's length as stipulated in the related articles of the TCC No. 6102 governing the disclosures of controlling companies, and there is no loss incurred as a result of the participation by Teknosa in a group of companies.

## Corporate Governance and Sustainability Principles Compliance Report

### SECTION I - CORPORATE GOVERNANCE

#### 1. Corporate Governance Approach

Teknosa commits to comply with the four key principles of Transparency, Fairness, Responsibility and Accountability of Corporate Governance, and recognizes that good corporate governance practices are essential for sustainable growth in today's economies.

Traded on BIST Main, Teknosa shapes its management approach based on these principles and takes best practices in the world as a reference while developing its corporate governance practices every year.

#### 2. Corporate Governance Principles Compliance Status

Teknosa is in full compliance with all of the 24 mandatory principles for publicly traded companies as set out in the Corporate Governance Communiqué No. II.17.1 ("Communiqué") of the Capital Markets Board, which is responsible for regulating and supervising the corporate governance practices in Türkiye. Teknosa has observed the interests of all the stakeholders, shareholders

in particular, and continued its efforts to further its compliance with such mandatory principles in 2025.

Meanwhile, Teknosa has reached full compliance with 62 of 73 non-mandatory principles of the Communiqué, while it achieved partial compliance with 4 non-mandatory principles and no compliance with 2 non-mandatory principles this year. Transactions falling under the remaining 5 principles have not been performed in 2025, and therefore compliance has not been evaluated for these principles that have been determined to be nonapplicable.

**2.1.** Principles with which the Company has reached partial compliance are summarized below together with the reasons behind the lack of full compliance:

**3.1.2.** *An effective and prompt compensation policy is in place in cases where stakeholders' rights protected by laws and contracts are violated. The Company provides guidance and convenience to stakeholders on the applicable laws and mechanisms available to them such as compensation. In addition, it establishes*

*a compensation policy for employees and discloses the policy via the corporate website.*

It is a priority for Teknosa to monitor all stakeholders' rights at all times and embrace a business model based on creating value together. Currently, no written compensation policy is in place for employees; however, the Company has faced no legal proceedings in relation to this matter up to date.

**4.4.7.** *Members of the Board of Directors shall allocate sufficient time for the business affairs of the Company. If the member becomes a manager or a member of the board of directors of another corporation or provides consulting services to another corporation, said service should not cause conflict of interest nor prevent fulfillment of the member's duty. Within this scope, certain rules apply to or restrict the board member's assumption of roles and duties outside the company. Roles a board member assumes outside the company, the grounds for such role, and whether such role is assumed within or outside the group are presented to the information of the shareholders under the agenda item for elections during the general assembly meeting.*

## Corporate Governance and Sustainability Principles Compliance Report

Utmost attention is paid to ensure that board members dedicate sufficient time for the Company's affairs and avoid any transaction that may lead to a conflict of interest in their activities outside the Company. However, board members' roles outside Teknosa are not governed or restricted by a written instrument. Accordingly, resumes of board members are provided to shareholders in annual reports.

**4.5.5.** *It is important for a board member not to take part in more than one committee.*

Utmost attention is paid to the experience and expertise of independent members in the composition of committees. Due to the limited number of independent board members and obligations stipulated in the capital market regulations, however, members may be assigned to more than one committee.

**4.6.5.** *Wages and other benefits granted to board members and executives with administrative responsibilities are disclosed to the public in the annual report. Disclosures should be made on an individual basis.*

Wages for the board members are determined by the General Assembly and therefore disclosed on the basis of each board member. Wages paid to senior executives are disclosed collectively in the footnotes of our financial statements. Payments to executives were made in accordance with the remuneration policies on the basis of performance criteria. Such information is not disclosed on an individual basis as it constitutes confidential information.

**2.2.** Principles which the Company has not complied with are summarized below together with the grounds for such non-compliance.

**1.3.11.** *General Assembly meetings may be held publicly, including stakeholders and the press with no right to ask for the floor, and a provision may be added to the Articles of Association on this matter.*

For effective time management, the General Assembly meeting was not held publicly. The minutes of the General Assembly meeting are made available to all stakeholders through the Public Disclosure Platform (KAP) and the Company's corporate website.

**1.5.2.** *Minority rights may be granted to those who hold less than one-twentieth of the capital pursuant to the Articles of Association. The scope of minority rights may be expanded subject to the Articles of Association.*

Minority rights are determined as per the provisions of the applicable legislation, and there is no specific provision for the expansion of minority rights in the Articles of Association. General Assembly meetings and the related quorum are subject to the provisions of the Capital Markets Law and the Turkish Commercial Code. A call for an Extraordinary General Assembly meeting can be made by shareholders who meet the threshold ratios and conditions stipulated by law, in accordance with the Turkish Commercial Code and relevant legislation.

**2.3.** The following principles are determined to be non-applicable as no transaction falling under such scope was performed in 2025:

**1.3.7.** *Individuals who have privileged access to company information shall inform the board of directors about the actions they performed on their own behalf within the scope of the field of*

*activity of the company in order to ensure provision of information during the General Assembly Meeting.*

**1.4.3.** *The Company has not exercised the voting rights at the General Assembly of a corporation with which it has an affiliate relationship that involves controlling rights.*

**4.4.3.** *The opinion of the members who failed to attend the meeting but served their opinion in writing to the Board of Director shall be submitted for the information of the other members.*

**4.5.7.** *The Committees may benefit from independent expert opinion on the issues it deems necessary in relation to their activities. The cost of the consultancy services required by the committees shall be covered by the company. However, information on the persons/entities providing such services and whether such persons/entities have a relation with the company is explained in the annual report.*

**4.6.4.** *The company is not entitled in any way to lend money, to extend any credits, to prolong the terms of existing loans and credits, to*

*improve the conditions thereof, and to extend credit under the name of any personal credit means through a third person or to provide warranties to a member of the board or the executives with administrative responsibility. Only those institutions which offer personal credits to individuals may be entitled to offer loans or other services under the terms applied to every individual beneficiary.*

Teknosa's compliance status with the Corporate Governance Principles in 2025 is summarized in the table below.

Status	Full Compliance	Partial Compliance	Non-compliant	Non-applicable
Mandatory	24	-	-	-
Voluntary	62	4	2	5
<b>Total</b>	<b>86</b>	<b>4</b>	<b>2</b>	<b>5</b>

Full compliance with these non-mandatory principles could not be achieved in 2025 due to practical challenges in implementation, ongoing discussions on these principles both internationally and in our country, and the fact that aligning with them may not always coincide with the interests and benefits of the Company and its stakeholders in terms of Company and market practices. Thanks to Teknosa's commitment to corporate governance, developments on this matter are closely monitored, and efforts to achieve full compliance with these principles are being actively pursued.

The 2025 Corporate Governance Compliance Report (CRF) and Corporate Governance Information Form (CGIF) prepared pursuant to the Capital Markets Board's Decision No. 2/49 and dated 10 January 2019 and approved by our Company's Board of Directors are publicly accessible at <https://kap.org.tr/en/Bildirim/1561095> and <https://kap.org.tr/en/Bildirim/1561097>.

## Corporate Governance and Sustainability Principles Compliance Report

### 3. Investor Relations Activities

In an attempt to assist investors and analysts in their decision-making processes as per applicable laws, Teknosa paid ultimate care in 2025 to inform them as necessary, transparently, timely, accurately, thoroughly, legibly, directly, sufficiently, regularly and concurrently with all market participants, on the developments that might affect their investment decisions.

For this purpose, both the Public Disclosure Platform (KAP) and the Investor Relations page on the official website [www.teknosa.com](http://www.teknosa.com) have been regularly updated. The Investor Relations page is prepared in both Turkish and English, and quarterly financial results are available on the website in both languages.

To ensure effective and continuous communication with investors and analysts, active participation has been maintained in investor

meetings and conferences. In 2025, participation was made in eight domestic and international roadshows and conferences, during which one-on-one or group meetings were held with a total of 168 existing and potential institutional investors and analysts from Türkiye and abroad to discuss the Company's operational results, performance, and other developments during the period. In addition, queries from individual and institutional investors are responded via e-mail or phone. The Company also organizes investor teleconferences each quarter following the release of financial results. In 2025, four teleconferences were held with institutional investors and analysts, and the recordings of these meetings have been made available on the Company's website.

In 2025, Teknosa did not encounter any issues that could give rise to a conflict of interest with the institutions providing services such as investment advisory, auditing, or rating.

### 4. Monitoring the Changes in Legislation and Legal Procedures

No amendment that could impact Teknosa's operations substantially was introduced to applicable laws in 2025. However, the potential effects of the 2025 amendments to the Capital Markets Law, Turkish Commercial Code and tax regulations on Teknosa as a whole were analyzed in detail. As in previous years, legal and regulatory developments relevant to the Company were closely monitored in 2025, and the necessary actions were taken in a timely manner.

Finally, no lawsuit was filed against the Company that may impact the financial position or operations of Teknosa in 2025. In addition, no administrative or judicial sanctions were imposed on Teknosa legal entity, members of its Board of Directors and Company Management due to practices in violation of the provisions of the legislation.

## SECTION II – BOARD OF DIRECTORS

### 1. Structure and Composition of the Board of Directors

The procedures and principles concerning the company's Board of Directors' structure, duties, management rights and representation authorities, etc. are decided upon in accordance with the provisions stipulated in the company's Articles of Association.

Teknosa is governed and represented by a Board of Directors that consists of at least six members elected by the General Assembly within the framework of the provisions of the Turkish Commercial Code and the Capital Markets Legislation.

Teknosa's Board of Directors shall have six members in accordance with Article 4.3.1 of the Communiqué and two independent members in accordance with the exception set forth in the first paragraph of Article 6 of the Communiqué.

The nomination process for the Board of Directors is carried out in accordance with the Turkish Commercial Code, Capital Markets Law, Corporate Governance Principles and other applicable regulations, and in particular the provisions

of the Company's Articles of Association. When nominating candidates for the Board of Directors, the Company's culture, areas of investment and operation, financial size, and strategic goals are considered, and candidates are chosen based on their knowledge, experience, and competence, as well as their qualifications to protect the interests of all stakeholders.

These candidates are selected from among those who have gained professional experience at national and/or international level in the sector in which Teknosa operates. The candidate pool is designed in a manner to incorporate both technical and strategic experience, such as auditing, risk management, and digital technologies, as well as industry knowledge.

Diversity and inclusion are also prioritized during the process of nominating Board member candidates in accordance with the Company's [Equality, Diversity and Inclusion Policy](#). The Board of Directors aims to ensure diversity in terms of age, race, nationality, ethnic origin, language, disability, political and religious beliefs, sect, gender and sex, cultural background and professional experience.

Inclusion is promoted in the composition of the Board of Directors, taking into account the foregoing factors. Within this framework, the Company always aims to maintain at least 30% female representation on the Board of Directors.

Currently, there are two female members on the Board of Directors and the ratio of female members is 33%.

There is no Executive Board Member in the Company's Board of Directors.

The Members of the Board of Directors may be elected for a maximum term of office of three years members whose term of office has expired may be reelected. In the event there is a vacancy in the Board of Directors due to any reason whatsoever, the remaining members of the Board of Directors shall appoint new members to fill the vacancy temporarily, in accordance with Article 363 of the Turkish Commercial Code, provided the person meets the legal requirements. The elected Board member is then submitted for approval at the first General Assembly meeting following their election. The member elected in this manner serves until the General Assembly meeting

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where their appointment is submitted for approval and, if approved, completes the remaining term of their predecessor. A classified or staggered Board structure has not been adopted.

The Company is insured against any damages that Members of the Board of Directors may cause to the Company due to their faults during the execution of their duties. The total annual liability limit of the aforementioned insurance covers the amount specified in the Corporate Governance Principles.

Members of the Board of Directors have been granted the right to carry out transactions in accordance with Articles 395 and 396 of the Turkish Commercial Code by a resolution of the General Assembly.

### 2. Operating Principles of the Board of Directors

The Board of Directors convenes as often as it can to effectively fulfill its duties and conducts its activities in a transparent, accountable, fair and responsible manner, while taking into account the long-term interests of the Company.

Members of the Board of Directors shall elect a chair and a deputy chair to act as the chair in his/her absence from among themselves. The Chair shall determine the agenda of the Board Meetings upon consulting the other Members of the Board of Directors and the CEO.

The items on the agenda of the meetings of the board of directors shall be clearly discussed in every aspect. The Chair of the Board of Directors shall use his/her best efforts to ensure effective attendance of non-executive members to the meetings of the board of directors.

The meeting dates and the agenda shall be arranged by the Chair or Deputy Chair.

The Board of Directors is required to meet at least four (4) times a year.

The resolutions of the Board of Directors may be issued upon receipt of written approval of the other members of the board of directors regarding any proposal made by one of the members, provided that no member has called for an in-person meeting for such proposal.

The meeting and quorum requirements of the Board of Directors are subject to the provisions of the Turkish Commercial Code; the Board of Directors convenes with the majority of its total members. The Company's Board of Directors held four physical meetings between January 1, 2025, and December 31, 2025. The attendance rate of the Board members at these meetings was calculated as 96%. There are no related-party or material transactions to be submitted for the approval of the General Assembly.

At the Board meetings, each member had one vote, and unanimous consent was sought while resolving matters, and the Board always complied with Corporate Governance Principles. The actual attendance of the members was ensured at the meetings of the Board of Directors unless they had an excuse. No dissenting opinion was expressed against the decisions made by the Members of the Board of Directors at the meetings held in 2025, and no dissenting opinion annotations were attached to the meeting minutes. Since Board Members did not have any questions and requested no additional information, no such requests or questions were not entered into the minutes of the meeting.

Members of the Company's Board of Directors did not enter into any transactions with the Company in 2025 and did not participate in any ventures that would compete with the Company in the same fields of activity.

### 3. Number, Structure and Independence of the Committees Established in the Board of Directors

According to the Company's Articles of Association, the Board of Directors establishes a sufficient number of Committees ("Committee") to fulfill the required tasks and responsibilities properly.

The duties of the "Nomination Committee" and the "Remuneration Committee" set forth in Article 4.5.1 of the Communiqué have also been assumed by the "Corporate Governance Committee." Although attention was paid to the recommendation on "not taking part in more than one committee for a board member" under Article 4.5.5 of the Communiqué, a Board Member may serve multiple committees as a member due to the expertise required for such committees.

### Corporate Governance Committee

The Corporate Governance Committee aims to ensure the continuity of the management process which is based on the Company's ethical values, which observes the interests of its stakeholders, who are internally and externally responsible, risk-conscious, transparent and accountable in their decisions, and which aims to ensure sustainable success.

The Committee makes proposals and recommendations to the Board of Directors in line with the CMB's Corporate Governance Principles and other internationally recognized corporate governance principles.

The Corporate Governance Committee consists of a maximum of three members, including the chair and two

rapporteurs appointed by the Company Board of Directors in line with the Corporate Governance Principles. The Chair of the Corporate Governance Committee is appointed by the Company Board of Directors from among the independent members.

Should the position of Chair of the Committee become vacant for any reason, the Chair of the Board assigns one of the Committee Members as a temporary Chair until the new Chair is appointed at the next Board meeting.

The Corporate Governance Committee ensures the implementation of the Corporate Governance Principles in the Company, and in the case of failure to implement such principles, it makes remedial suggestions to the Board of Directors in this regard. The Committee also oversees the activities of the Investor

Relations Department. It evaluates the performance and principles of remuneration for Board Members and Senior Executives and examines and presents to the Board the nominations of independent members, including the nominees proposed by the management and shareholders, and their qualifications for independence. The Independent Board Member Candidate submits a written declaration to the Corporate Governance Committee at the time of nomination.

The Committee, which shall convene at least four times a year pursuant to the bylaws, convened 6 times in total in 2025.

The members of the Corporate Governance Committee determined in accordance with the decision of the Board of Directors of the company are as follows:

Name and Last Name	Position	Nature of Board Membership/ Position
Kamuran Uçar	Committee Chair	Independent Member of the Board of Directors
Nevgül Bilsel Safkan	Committee Member	Independent Member of the Board of Directors
Sibel Turhan	Committee Member	Teknosa Investor Relations Manager

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### Early Risk Detection Committee

Early Detection of Risk Committee was established in a manner to be in charge and authorized in accordance with Article 378 of the Turkish Commercial Code No. 6102 and the provisions of the Capital Markets Board's Communiqué on the Corporate Governance Principles.

The Committee operates for the purpose of early detection of strategic, operational, financial, compliance and any other risks that may jeopardize the existence, development and continuity of the Company, implementing the necessary measures and remedies in this regard and managing the risks. Decisions taken by the Committee are reported to the Board of Directors as recommendations.

The Committee members are elected by the Company's Board of Directors and are disclosed to the public. The Chair of the Committee is appointed from among the independent members by the Board of Directors. In addition to the Chair, there

is a maximum one Member elected by the Board in the Committee. The members of the Committee are preferably elected from among the non-executive Board Members. Meetings shall be held at least six times a year at a location to be deemed appropriate by the Chair. At the beginning of each year, the annual meeting schedule of the Committee is determined by the Committee Chair and be announced to all members.

The term of office for Committee Members is the same as the term of the Members of the Company's Board of Directors. The Committee is re-established upon the election of the Members of the Board of Directors.

Name and Last Name	Position	Nature of Board Membership/ Position
Kamuran Uçar	Committee Chair	Independent Member of the Board of Directors
Nevgül Bilsel Safkan	Committee Member	Independent Member of the Board of Directors

The Early Detection of Risk Committee was convened 6 times in 2025. During these meetings, topics such as identifying risks that could threaten the continuity of our company, developing detection and prevention models and management systems for these risks have been discussed.

In this context, the Early Detection of Risk Committee strengthens our company's risk management strategy and systems, enabling proactive measures against potential risks, thereby contributing to our company's sustainable growth.

### Audit Committee

The duty of the Audit Committee is to oversee the Company's accounting system, financial reporting, disclosure of financial statements, and the functioning and effectiveness of the independent auditing and internal control system on behalf of the Company's Board of Directors. The Audit Committee submits to the Company Board of Directors, in writing, its activities and the findings and recommendations it has reached in relation to its duties and responsibilities.

The members of the Audit Committee determined in accordance with the decision of the Board of Directors of the company are as follows:

Name and Last Name	Position	Nature of Board Membership/ Position
Nevgül Bilsel Safkan	Committee Chair	Independent Member of the Board of Directors
Kamuran Uçar	Committee Member	Independent Member of the Board of Directors

### 4. Risk Management and Internal Control Mechanism

Teknosa embraces the notion that each risk brings along an opportunity and recognizes that "sustainable growth" can be achieved by effectively identifying, measuring, and managing risks. The Company

The Chair and the Members of the Audit Committee are appointed by the Board of Directors from among the Independent Members.

The Audit Committee held 4 meetings in 2025 and the main agenda items were the review of the independent audit report and examination of the presentations of the Internal Audit Department.

places great importance on risk management to "create value for its stakeholders," which is a crucial part of its mission.

At Teknosa, the risk is seen as a concept that incorporates opportunities as well as threats, and corporate risk

management is handled as a continuous and systematic process to manage these risks in the most effective manner. Efforts are made to expand the risk culture throughout the Teknosa, and assurance is provided to ensure that the right work is carried out by taking the right amount of risk.

### Teknosa's Risk Management Policy

establishes the principles guiding risk management processes and approaches, expressing the company's commitment to effectively managing risks. The policy is fully supported by senior management and is shaped around six core principles: proactive approach, holistic management, value creation, continuous improvement, culture and awareness, and effective measurement and evaluation. Teknosa aims to address risks not only reactively but also proactively, by detecting potential threats in the early stages and responding to opportunities in a timely manner. Risk management is considered an integral part of the organization's overall strategy and business processes. Additionally, Teknosa adopts a dynamic and evolving structure in its risk management processes and policies, making

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continuous improvements based on measurement and evaluation results. Creating a corporate culture that promotes risk management awareness and positive behaviors is supported through open communication channels and training programs. These principles allow Teknosa to sustainably grow, innovate, and maintain strong relationships with stakeholders.

Teknosa's **Risk Management Procedure**, on the other hand, regulates the principles and procedures to be followed in the process of identifying, evaluating, prioritizing, monitoring and reporting risks and determining and implementing measures and strategies for such risks encountered in the company's operations.

Risk management is carried out by the Risk, Compliance, and Business Continuity under the supervision of the Early Detection of Risk Committee on behalf of the Board of Directors. Given the significant emphasis placed on risk management, the Risk, Compliance, and Business Continuity Department directly reports to the CEO.

The risk exposure of Teknosa is tracked through the Key Risk Indicators (KRI) determined. These indicators are used to detect early signals of risks and are regularly evaluated to ensure that the company remains within tolerance limits. Risk indicators are designed in accordance with sectoral and economic dynamics and their effectiveness is regularly assessed. Risk assessment is conducted through probability and impact analysis to determine the potential effects of risks on the company. This process is completed with the identification and implementation of risk mitigation strategies. Thus, various strategies such as elimination, reduction, or transfer of risks are employed to manage them effectively. Effective risk monitoring and reporting activities ensure that risks and measures are continuously reviewed. These dynamic processes allow Teknosa to continuously improve its risk management practices, identify areas for development, and quickly adapt to the dynamic business environment.

### Risk Categories

**Financial Risk:** Teknosa comprehensively addresses currency, investment portfolio, credit, interest rate, liquidity, and insurance risks, and carefully monitors the impact of these risks on its financials.

The company develops proactive solutions against potential risks resulting from macroeconomic variables, making use of profitability analyses, continuous monitoring of cash flow, and managing expenses with a focus on efficiency. Implementing balanced financing strategies plays a significant role in maintaining Teknosa's sound financial structure and minimizing the adverse consequences of these risks for Teknosa. In addition, the use of hedge instruments against fluctuations in exchange rates and interest rates strengthens the company's financial resilience and provides protection against volatile market conditions.

This comprehensive approach allows Teknosa to maintain its financial stability and progress in line with its growth targets.

**Operational Risk:** Teknosa comprehensively addresses various risks that may affect its operational processes, such as supply chain management, productivity, capacity utilization, pricing, sales, customer satisfaction, product and service development, information security, employee engagement and business continuity. Performance management, information security measures and occupational health and environmental safety policies constitute the basic elements of operational risk management.

To minimize these risks, Teknosa strengthens information exchange between departments, regularly monitors business processes and invests in employee training. Teknosa Academy aims to ensure operational continuity in critical roles through digitalization-focused trainings, leadership programs and succession plans. In addition, strong data protection practices and information security management systems that meet ISO standards ensure uninterrupted operational processes and customer confidence. Teknosa's awareness-raising practices and proactive approaches allow for effective management of operational risks.

**Strategic Risk:** Teknosa's strategic risk management takes a holistic approach to assessing the potential impact of corporate and sectoral risks, economic fluctuations, regulatory changes, reputational and sustainability risks, as well as physical and transition risks arising from climate change, along with sustainability-focused opportunities, on our strategic objectives. The Company constantly monitors economic and sectoral developments and develops proactive and flexible strategies in order to maintain its strategic priorities and maintain its competitive edge.

The 3 and 5-year strategic plans, which are prepared regularly every year, aim to adapt to changing market conditions and to consider sustainability as a fundamental priority. Teknosa positions digitalization, omnichannel integration and customer-focused solutions as key elements of strategic growth. Furthermore, thanks to the use of strong data analytics and approaches based on operational efficiency, the Company rapidly adapts to market conditions and creates both financial performance and social value through

environmentally friendly energy solutions and innovative products and services. This comprehensive and forward-looking approach supports Teknosa in achieving its strategic goals and ensuring sustainable growth.

**Compliance Risk:** Teknosa considers strict compliance with national and international legislation, sectoral standards and company policies as a critical priority for the sustainability of its operations and the protection of its reputation. Effective compliance management is a key factor that supports not only compliance with legal requirements, but also the adoption of the company's ethical values and the creation of a sustainable business model.

Teknosa continuously monitors compliance processes together with Legal and Compliance teams and analyzes compliance risks. Regular trainings are provided to raise employees' awareness of ethical principles and legal requirements. Besides, reliable communication channels for reporting ethical violations contribute to strengthening the culture of transparency and accountability. This

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holistic approach strengthens Teknosa's reputation in the sector and ensures that the culture of compliance is spread throughout the organization.

Internal Control Mechanism is also in place. Upon the formation of the Audit Committee, this mechanism effectively carries out the duties assigned by the Board of Directors in compliance with the existing Bylaws of the Audit Committee.

### 5. Strategic Objectives of the Company

Having determined the vision and the mission of the Company, the Board of Directors has incorporated them in writing in the Annual Report and announced to the public on the company's website, [www.teknosa.com](http://www.teknosa.com), and the Company's long-term strategies are built on these principles.

The Board of Directors, together with the CEO and Assistant General Managers, sets three-year strategic goals which are updated each year. Whether the targets are achieved or not are monitored by executive reports prepared at the end of each month. Whether the Company achieved its targets or not constitutes the basis for performance evaluation at the end of the year.

### 6. Financial Rights

The terms and conditions of any right, fee and benefit granted to the company's Board Members are laid down in detail in the Articles of Association. The General Assembly determines the payments to be made to the Chair and Members of the Board of Directors as well as the attendance fee.

In accordance with the resolution adopted at the 2024 Ordinary General Assembly meeting held in 2025, it was decided that each Independent Board Member would receive a gross monthly fee of TRY 135,000 for the duration of their term, while no attendance fees would be paid to the other Board Members.

The payments made to the senior executives are disclosed to the public in the footnotes of our financial statements.

In 2025, the Company did not lend any funds or extend any loans or credits to any member of the Board of Directors, extend the terms of any loans or credits already granted, improve the conditions of such loans or credits, extend any credit under the name of personal loan through a third party, or provide any guarantees such as sureties in their favor.

## SECTION III – SUSTAINABILITY

### 1. Sustainability Approach

At Teknosa, we manage our transformation in technology retail through a holistic approach centered on customer experience, digitalization, and sustainable value creation. As a publicly listed company, we evaluate our performance not only through financial indicators but also through our environmental, social, and governance (ESG) impact.

We recognize that climate-related physical and transition risks may affect our entire value chain; from supply chains and store operations to logistics and customer usage patterns. We therefore integrate sustainability- and climate-related risks and opportunities into our corporate risk management framework, assessing them across environmental, social, economic, regulatory, technological, and operational dimensions from a short-, medium-, and long-term perspective. We also monitor sector developments, emerging trends, and future expectations to remain prepared for the impact of megatrends.

In the products and services, we offer our customers, we promote energy efficiency, longer product lifecycles, and circular solutions. At the same time, we aim to accelerate this transformation together with our employees, business partners, and suppliers. By aligning with national and international reporting frameworks, we continue working to embed sustainability as an integral part of our corporate culture.

At Teknosa, we believe sustainable growth is only possible through long-term value creation. We therefore embrace the responsibilities arising from climate and societal transformation together with all our stakeholders.

### 2. Compliance with Sustainability Principles

Teknosa aims to achieve full compliance with the Sustainability Principles Compliance Framework. In line with this objective, the Company continues to strengthen its compliance level while considering the interests of all stakeholders, particularly shareholders.

Based on the assessments conducted, no principles were classified as non-compliant. The number of fully compliant items increased compared with the previous year, while the number of partially compliant items declined. Three items were classified as "not applicable" as they are not directly related to the Company's field of activity.

Teknosa aims to further strengthen its full compliance level in 2026 through continued improvement efforts.

The compliance status of Teknosa compliance standard in 2025 is summarized in the table below:

Type	Full Compliance	Partial Compliance	Non-compliant	Non-applicable
General	12	-	-	-
Environment	20	1	-	3
Social	18	-	-	-
Governance	2	-	-	-
<b>Total</b>	<b>52</b>	<b>1</b>	<b>-</b>	<b>3</b>

The Sustainability Principles Compliance Report, which demonstrates the Company's compliance with the CMB's Sustainability Principles Compliance Framework, is available at: <https://yatirimci.teknosa.com/sustainability-compliance-reports>.

## Board of Directors' Discussion and Analysis

### ASSESSMENT OF FINANCIAL RESULTS

Macroeconomic pressures persisted throughout 2025. High financing costs, delayed normalization of policy interest rates, intense competition, and consumer spending shifting toward essential categories continued to weigh on demand in a market that contracted year-on-year.

Under these conditions, Teknosa's revenues declined compared with the previous year, primarily due to store closures and a strong base effect. In addition to campaign activities managed throughout the year, the Company implemented initiatives to accelerate online channel growth and optimize the channel mix, supporting customer reach and conversion rates. As a result, total revenues reached TL 83.5 billion in 2025.

Despite margin pressure driven by competition, gross profit margin improved year-on-year, supported by disciplined pricing, effective inventory management, and increased focus on higher-margin categories. In response to ongoing

challenges, the Company implemented proactive cost-saving and efficiency measures aimed at improving operational efficiency across all cost items. The financial impact of these initiatives is expected to materialize gradually. As a result, EBITDA increased by 10% in real terms to TL 4.2 billion in 2025, while EBITDA margin rose from 4.2% to 5.0%.

Although credit card commission rates remained unchanged, the expansion of alternative payment methods helped reduce credit card commission expenses. Moreover, debt instrument issuances completed at costs below the market average supported the effective management of interest expenses.

Consequently, net loss for the period amounted to TL 2,251 million in 2025, compared with TL 1,858 million in the previous year.

During the year, Teknosa continued its transition to Digital-First business model and operational efficiency initiatives, investing approximately TL 954 million in AI supported commercial applications,

ERP transformation, store network optimization, and digitalization projects.

Looking ahead, the Company will maintain its strong focus on financial discipline, liquidity management, and cost control. Despite challenging macroeconomic conditions, Teknosa remains firmly committed to its long-term growth and value creation strategy.

### Sustainability Strategy, ESG Performance and Value Creation

#### Strategic Approach and Governance

Teknosa views sustainability not only as an environmental and social responsibility but also as a core pillar of long-term value creation. Accordingly, sustainability considerations are integrated into risk management and operational decision-making processes.

As part of the TSRS-aligned reporting, the financial implications of sustainability- and climate-related risks and opportunities are systematically assessed.

### ESG Performance and Index Achievements

Teknosa continues to strengthen its sustainability performance in line with the methodologies of international ESG rating agencies.

- In the CDP Climate Change Program, the Company improved its score from B- in 2022 to A in 2024, entering the Leadership category, and maintained its strong performance with an A- score in 2025.
- In the LSEG Corporate Sustainability Rating, Teknosa ranked 18<sup>th</sup> among 325 companies in its sector.
- As of 2025, the Company has been included in the BIST Sustainability Index.
- In the EcoVadis 2024 assessment, Teknosa received 57 points and was awarded the "Committed" badge.

These results demonstrate the strengthening of the Company's ESG risk management capacity and its increasing visibility in capital markets.

### Circular Economy and Contribution to Sustainable Revenue

Refurbished phone sales represent one of the most tangible outcomes of Teknosa's circular economy strategy. In 2025, this segment generated more than TL 578 million in sales.

This model:

- Extends product lifecycles
- Reduces electronic waste generation
- Creates new revenue streams

Through TeknoGaranti and Full Support Packages, product lifetimes are further extended, contributing to resource efficiency.

### Climate Strategy and Energy Management

Teknosa has adopted a Net Zero Emissions and Net Zero Waste target for 2050. In line with this commitment, the Company aims to:

- Reduce Scope 1 and Scope 2 emissions by 42% in line with SBTi,
- Reduce Scope 3 emissions through supply chain collaboration,
- Achieve 100% renewable electricity use by 2030.

Key actions supporting these targets include:

- Completion of LED transformation across all stores,
- Commissioning of a solar energy system investment at the Adana Sabanci Business Center store,
- Elimination of single-use plastics at the logistics center and headquarters.

These initiatives contribute not only to reducing the Company's carbon footprint but also to lowering long-term operational costs.

### Outlook and Strategic Priorities

Teknosa's strategic priorities for 2025 and beyond include:

- Deepening the Digital-First transformation,
- Increasing profitability and operational efficiency,
- Expanding the share of circular economy revenues,
- Accelerating the transition to a low-carbon operating model,
- Expanding the sustainable product and service portfolio through İklima Solar Energy Systems, contributing to the renewable energy transition and supporting carbon footprint reduction,
- Digitalizing the ESG data infrastructure and strengthening traceability.

The Company supports its sustainable growth approach through financial discipline, a strong balance sheet, and ESG integration. In line with the integrated reporting approach, financial and non-financial performance are evaluated together, while long-term value creation is systematically managed under the oversight of the Board of Directors.

## Board of Directors' Resumes



**Gökhan Eyigün**  
Chair of the Board of Directors

Gökhan Eyigün graduated from Management Engineering Department of İstanbul Technical University with honors degree in 1998. He had his MBA degree from Rotterdam School of Management in 2004; moreover, he attended several executive programs at Harvard Business School.

Mr. Eyigün began his career at Arthur Andersen in 1998 where he primarily providing consultancy in Corporate Finance. He then took responsibility in establishing the Corporate Finance and M&A Advisory Department at PricewaterhouseCoopers in 2004 and led the department afterwards. In 2007, Mr. Eyigün joined Sabancı Group where he contributed to Strategy and Business Development department at various executive roles until 2018. He served as the Secretary General of Sabancı Holding

and the General Manager of Exsa, Tursa and AEO companies between 2018 and 2021; and he assumed the role of Executive Board Member of Temsa Motor Vehicles between 2020 and 2021, in addition.

He has been serving as the Group President of Strategy and Business Development at Sabancı Holding since 2021. Mr. Eyigün is also the Chair of CarrefourSA, Teknosa and Temsa Motorlu Araçlar, Vice Chairman of the Board at Afyon Çimento, Çimsa, Tursa and He is a member of Board at Dx Technology Services and Investment BV (SabancıDx BV), SabancıDx, Brisa, Climate Technologies and Temsa Skoda Ulaşım Araçları. He is also responsible from Sabancı Ventures and Sabancı ARF Almost Ready to Fly.



**Kerem Tezcan**  
Vice Chair of the Board of Directors

He holds a bachelor's degree in Financial Accounting from Marmara University and an MBA degree in Financial Management from Pace University.

Kerem Tezcan is currently Investor Relations Director of Sabancı Holding. Before this role he was Director of Equity Research at Citi Securities Türkiye covering Turkish aviation, construction, conglomerates, energy, and Enterprise Application Software companies. Prior to this role he was Equity Research Director at BGC Partners Securities Türkiye covering Turkish aviation, construction, conglomerates, and real estate companies. Prior to BGC Partners, Kerem Tezcan was an Equity Research Director at Deutsche Securities

Türkiye covering Turkish aviation, construction, conglomerates, real estate, white goods, and automotive companies. He has started his career as an Equity Research Analyst at Raymond James Securities Türkiye.

Kerem Tezcan ranked as the best Investor Relations Officers in Türkiye in 2021, 2022, 2023, 2024 and 2025 respectively by Extel (formerly known as Institutional Investor). Moreover, under Kerem Tezcan's lead Sabancı Holding Investor Relations team ranked as the highest degree of recognition among more than 200 companies in EMEA as awarded in Grand Prix and Most Honored Company categories in the past four years. He is currently Board Member of CarrefourSA and SEM Digital Marketing.

## Board of Directors' Resumes



**Mehmet Fırat**  
Board Member

Mehmet FIRAT, who graduated from METU-Mathematics Department in 2001, completed the postgraduate program in Information Systems Management in the UK in 2002. In 2019, he completed the Artificial Intelligence Program at Oxford University and in 2023, he completed the Chief Digital Officer Program at Northwestern University.

Starting his career at Havelan A.Ş., Fırat worked in various sectors and firms as a consultant, project manager, and program manager in SAP projects. In 2009, he started working as a Project Manager at Başkent Electricity Distribution Company. After working as the Group Manager of the Project Management Office and the Director of Information Technologies at Enerjisa, he has been serving as the Head of Information Technologies and

Digital Business Management for the past 6 years. In addition to his current executive roles, he is also active in management boards. He serves as the Vice Chairman of the Board of Directors of Zack AI, a Sabancı subsidiary working on artificial intelligence, and he is a Board Member of Eşarj, a leading company in electric vehicle charging stations.

In addition to these roles, he has active roles in associations in technology and energy areas. He is the Executive Board Member and Energy Work Group Chairman at Blockchain Türkiye, serves as the Founding Member and Energy Work Group Chairman at the Artificial Intelligence & Technology Association and works as the board member in Edider.



**Seçkin Yelmen**  
Board Member

He holds a bachelor's degree in Business Administration from Boğaziçi University and completed the Program for Leadership Development (PLD) at Harvard Business School in 2016.

Seçkin Yelmen serves as the Head of Investments and M&A at Sabancı Holding. He began his career in mergers and acquisitions advisory at PwC and later worked at NBK Capital and UniCredit Group. After participating in numerous M&A and valuation projects, he transitioned to the investment side and worked as an Investment Director at ADM Capital between 2010 and 2017, where he led several investments and served as a Board Member at companies including AKG Gazbeton, Cevher Group, and Anadolu Hospitals.

Following his role as Managing Director at Ante Capital Partners, he joined the Development and Investment Bank of Türkiye in 2019 as the Managing Director of Türkiye Development Fund (TDF), focusing on private equity and venture capital investments. He later served as CEO and Board Member of TDF's asset management company, where he established and managed five PE/VC funds with a total AuM of approximately USD 100 million.

At Sabancı Holding, in addition to overseeing M&A projects, he manages Sabancı Ventures, the corporate venture capital arm of the group, and serves as an Investment Committee member at Sabancı Climate Ventures and J-Start Fund. He is also a Board Member at Carrefoursa and Bulutistan.

## Board of Directors' Resumes



**Nevgül Bilsel Safkan**  
Independent Board Member

Having graduated from the Austrian High School in 1989 and from Istanbul University, Faculty of Business Administration, Department of Business Administration (English) in 1993, Nevgül Bilsel Safkan completed her Executive MBA program at Boğaziçi University in 2003.

She began her career in 1993 as an auditor at Arthur Andersen, and during her career took on various roles in financial management during the rapid growth periods of leading companies in their respective sectors. Between 1999 and 2004, she served as CFO at Superonline. Joining the Sabancı Group in 2005, she first worked as CFO at Marsa. Between 2006 and 2013, she served as CFO at Teknosa, where she managed the company's public offering process and investor relations. In 2013, she was appointed General Manager of Kliksa.com, the e-commerce company established within Teknosa, and held this position until 2016. Subsequently, between 2016 and 2018, she served as General Manager at Hotelspro and Dyson/Hakman, respectively.

Returning to the Sabancı Group in September 2018 as General Manager of the Sabancı Foundation, Nevgül Bilsel Safkan has been a Member of the Board of Directors of the Education Reform Initiative (ERG) since 2020, a Member of the Advisory Board of the Sabancı University Center of Excellence in Gender and Women's Studies (SU Gender), and an Independent Board Member at Teknosa since 2022. As of 2025, she serves as the Chairperson of the Third Sector Foundation of Turkey (TÜSEV).

Internationally, in 2021, she was honored with the title of Zero Project Ambassador by the Austria-based Essl Foundation for her valuable contributions in the field of disability rights, a role she continues to hold. In 2023, she was elected as a Member of the Advisory Board of the European Philanthropy Association (Philea) for a three-year term.

Nevgül Bilsel Safkan is married and has one child.



**Kamuran Uçar**  
Independent Board Member

Uçar started her career in TÜBİTAK Defence Industry Research and Development after having graduated from Middle East Technical University with a master's degree in Chemical Engineering in 1996.

Then starting her career at Unilever in 1999, Kamuran Uçar was appointed in chronological order as the Brand Product Manager of Omo, the Category Vice President in the Home Cleaning and Laundry Categories responsible for the regions of Africa, Middle East and Türkiye and she led the category teams in South Africa, Türkiye and Dubai. During this period, she took part in the Unilever Global Home Care Category Board team at the same time. Uçar continued her duty as Unilever Türkiye, Russia, Middle East, North Africa, Central Asia and Caucasus Assistant and Unilever Türkiye Board Member in the Home and Personal Care Category between 2016 and 2018. During this period, she took part in Global Executive Projects in the Sustainability and

Diversity Development group of the company. In 2019, she was appointed as the General Manager of Unilever Iran, Caucasus and Central Asia Region, and continued her duty as a Board Member of Unilever Türkiye, Iran, Caucasus, Central Asia.

As of January 2022, Kamuran Uçar left her position at Unilever in order to start her own business in the field of technology and currently she is taking role as the Founder & CEO of her own company.

As of April 2022, Kamuran Uçar serves as an Independent Board Member of Enerjisa Enerji A.Ş., at the same time she is a Member of the Advisory Board of the Advertisers Association, a member of the Arya Women Investor Group, a Dream Partner of Young Guru Academy, which is a non-governmental organization, and works as an Investor-Mentor in various start-ups.

Kamuran Uçar is married and has 2 children.

## Executive Team's Resumes



**Sitare Sezgin**  
CEO

After graduating from Izmir American College, Sitare Sezgin completed her undergraduate education at Bilkent University Department of Business Administration in 1997 and Finance-focused Master of Business Administration program at UMIST - Manchester Business School.

Sitare Sezgin is a highly accomplished professional with extensive experience in management consulting, strategic leadership, and corporate governance. She started her career at prestigious management consultancy companies, Bain & Company, and Boston Consulting Group.

In 2004, Sezgin joined Sabancı Group as the Strategy and Business Development Manager for the Retail Group. In 2009, she became the Senior VP of New Product and Channel Development at Akbank, a leading private bank within the Sabancı Group.

From 2011 to 2018, she successfully led Boyner Group's Back Up and Bofis Turizm. In 2018, she returned to Sabancı Group as the founding CEO and Board Member of AkÖde, a subsidiary of Akbank.

Sezgin's dedication to corporate governance is evident through her roles as an independent Board Member in organizations such as the Health and Education Foundation, CarrefourSA, AgeSA, Aksigorta, Medisa and Doğtaş Mobilya.

Since September 2021, she has been the CEO of Teknosa, a leading Consumer Electronics retailer in Turkey. She also serves as a Board Member for the Chain Stores Association, and Euronics, Europe's largest electronics purchasing group.

In addition to her professional achievements, Sezgin is a passionate advocate for gender equality, actively participating in various associations, like Women on Board Turkey Association, W-Tech, Yeniden Biz and Yanındayız.



**Ümit Kocagil**  
CFO

Ümit Kocagil, graduated from Marmara University, Department of Economics (English).

Mr. Kocagil began his professional career at the Tax Department of Ernest & Young (Arthur Andersen) in 1995. From 1999 to 2007, he worked at Danone Tikveşli as Budget Planning and Control Specialist, Budget Planning and Control Manager, and Reporting and Accounting Manager, respectively. He served

as Accounting, Reporting and Tax Group Manager at Carrefoursa between 2007 and 2014, and continued working in Carrefoursa as Accounting, Closing and Tax Group Manager after 2014.

Mr. Kocagil has been serving as the CFO of Teknosa since October 25, 2016.



**Nail Enver Yelkenci**  
Assistant General Manager, Retail Sales

Nail Enver Yelkenci graduated from Istanbul University, Department of Economics (English) in 1995.

He started his career as Sales Executive at Öztekin International Forwarding Company in 1996, followed by his roles, he worked as International Sales Executive at Şişecam between 1997 - 2003. He joined Yıldız Holding/Pladis in 2003 where he started to work as Key Account Specialist, Key Account Manager, and Organized Trade Manager for 6 years in different roles. In years between 2009-

2017 he worked as Group Sales Manager, Sales Director and last 3 years as General Manager at Yıldız Holding/Pasifik A.Ş. Sales and Distribution Company. 2018-2021 he served as the General Manager of Saray Bisküvi at Saray Holding A.Ş.

Nail Enver Yelkenci has been working as Assistant General Manager for Retail Sales at Teknosa since February 1, 2021.

## Executive Team's Resumes



**Cenk Yenginer**  
Assistant General Manager,  
Category Management and Supply  
Chain

Cenk Yenginer graduated from Uludağ University Department of Economics in 1997.

He started his career as Category Manager at Özdelek Holding in 1997 and worked as Category Group Manager between 2003 and 2009. Cenk Yenginer worked as Category Manager at Darty between 2009 and 2013.

He started working as Category Manager at Teknosa in 2014 and has been carrying out his duty as Assistant General Manager for Category Management and Supply Chain as of August 6, 2021.



**Emre Kurtoğlu**  
Assistant General Manager, Digital  
Sales and Marketing

Emre Kurtoğlu completed his education at Galatasaray High School and graduated from Galatasaray University Department of Business Administration with a high degree in 1998. In 2000, he was selected for Sabancı Holding's Talent Pool Program for young managers. In 2013, he studied Market Driving Strategies at London Business School.

He started his career at DanoneSA and worked as DanoneSA Beverages Group Modern Channel and Commercial Marketing Group Manager and Export Group Manager respectively until 2004. Between April 2004 and September 2005, he took office as Domestic Customers Sales Group Manager at GıdaSA, established by Sabancı Group. He worked as Commercial Marketing and Export Group Manager of Danone Beverages Group and Business Development

Group Manager of Dairy Products Group from 2005 to 2009. He worked at Kimberly Clark Türkiye Kâğıt Ürünleri between 2009 and 2015, first as Commercial Marketing Group Manager and then as Commercial Marketing and Distributorship Channel Group Manager, Adult Products Business Unit Marketing Director, and Baby and Children Products Marketing Director.

Kurtoğlu worked as Assistant General Manager in Charge of Commerce in 2015 and continued to work as Assistant General Manager in Charge of Category Management. Kurtoğlu has been working as the CEO of Terra Pizza since October 2018, and as Assistant General Manager for Digital Sales and Marketing at Teknosa since July 5, 2021. He was appointed to Sabancı Dijital Teknoloji Hizmetleri A.Ş. as of October 2024. He is an active Board Member of the company.



**Ersen Gelçin**  
Assistant General Manager,  
Technology

Ersen Gelçin graduated from Istanbul University, Computer Science Engineering in 2000 and completed his master's degree in Management Information Systems at Beykent University in 2005.

He started his career as Information Technologies Officer at Giysa in 2000. He took office as Information Technologies Supervisor at Shaya in 2002-2008, Information Systems and Technologies Manager at Caffè Nero in 2008-2015, Information Technologies Director at Infinity

Invest Holding in 2015-2018, Information Technologies Director and Executive Board Member at Apaz Holding between February 2019 and July 2019, Information Technologies Director at Evidea between August 2019 and October 2020, and lastly Information Technologies Director at ebebek in October 2020.

Ersen Gelçin has been acting as the Assistant General Manager for Technology at Teknosa since March 28, 2022.



**Nilüfer Değirmenci**  
Assistant General Manager, Human  
Resources and Sustainability

Nilüfer Değirmenci graduated from Boğaziçi University, Department of Guidance and Psychological Counselling in 1994 and completed her master's degree in Human Resources at Istanbul University in 2000.

She started her career as a Guidance Counsellor at Dilko Training Center in 1994 and worked as a Human Resources Generalist at Beko Elektronik between 1996 and 2000. At Turkcell Global Bilgi, she worked as Human Resources Supervisor between 2000 and 2002, Human Resources Development Manager between 2002 and 2003, Organizational Development Manager between 2003 and 2005 and Human

Resources Director between 2005 and 2008. After working as a Human Resources Consultant at The Coca-Cola Company from 2009 to 2010, she worked as Human Resources Head at C5 Elektronik between 2010 and 2011. Most recently, she held the position of Human Resources Director at DP Eurasia, reporting directly to the General Manager, responsible for the Domino's Pizza, Coffy and Homeless Chef brands from 2011 to July 2024.

Nilüfer Değirmenci has been serving as Assistant General Manager for Human Resources and Sustainability at Teknosa since April 14, 2025.

## Executive Team’s Resumes



**Tansu Öztoran**  
Assistant General Manager, İklimsa Business Unit

Tansu Öztoran graduated from the Department of Mechanical Engineering at Istanbul Technical University, completed his master’s degree in Mechanical Engineering, and earned a degree in International Business from Istanbul University.

He began his professional career in 1990 as a Product Engineer at Motosan. He later served as an After-Sales Engineer at Kurteks A.Ş. and as a Foreign Trade Specialist at Otokar, a Koç Group company. Between 1997 and 2008, he held various positions over an eleven-year period at Toyotasa, where he assumed roles in Marketing, Sales Training, Corporate and Fleet Sales, and

served as TRS (Toyota Retail System) Manager. From 2008 to 2011, Öztoran worked as Sales and Marketing Director at Hedef Filo Servis A.Ş. He then served as a Sales and Operations Consultant between 2012 and 2014, after which he held the position of General Manager at an authorized Renault dealership.

Joining Teknosa in 2014 as Sales Director of İklimsa, Tansu Öztoran later served as Executive Vice President responsible for Teknosa Retail Stores and İklimsa operations. He currently continues his career as Executive Vice President at Teknosa, responsible for the İklimsa Business Unit.

## Organization Structure

